
Hetty Einzig

24th October, 14 November, 5th & 19th December 2017

“promoting excellence & ethics in coaching”

www.associationforcoaching.com
Webinar 3:

Respons-able Leadership: Strength versus the Strong Man
We are embedded in our culture. To gain perspective we need to work

- Deeper & wider
- Slower & faster
- More purposefully & less goal oriented
- In partnership for better leadership
Strong Man Model

- Context: Landscape of threat
- Invincible, independent, fearless
- Hero: Quick draw, reactive, great deeds
- High arousal, low emotional response
- Great Father
- Sorts out all our problems
- Protection in exchange for personal autonomy
- Authoritarianism – carrot and stick
Great Leaders

“One of the most damaging trends in recent history is the tendency to select dazzling, celebrity leaders”

– they do not create great organisations.

Jim Collins – From Good to Great
Organisation of the future: New Rules

- Learning, innovation & customer impact
- Agile network, empowered by team leaders, fuelled by collaboration & knowledge-sharing
- Project-based structures
- Advancement through diverse assignments, experience and multi-dimensional leadership
- Lead by orchestration
- Culture: abundance, safety, risk-taking, innovation
Networked Organisations

Strong Man model unsuited to these new structures:

- Many clustered teams and nodes
- Shared values and culture
- Transparent goals and projects
- Free flow of information and feedback
- People rewarded for their skills and abilities, not their position
Strength

- Context: landscape of challenge and opportunity
- Coming home to self – mortality – Odysseus
- Responding – time to think
- Capacity for paradox and complexity
- Interdependent – shared power & empower others
- Flexibility and resilience
- Adaptive to multi-layered, networked world
- Head, heart, hands aligned
So why is the Strong Man Model so enduring?
Autocracy: ‘Totalitarian regimes, in order to justify the aspiration for total control of the ruling party and leader, characteristically offer a vision of a glorious future, a new golden age’ Archie Brown

Autonomy: maturity, consciousness re power, leading beyond authority: ‘a fluid entity...not positional power, and not with authority over others...leadership imbued with mutuality and autonomist principles.’ Simon Western
Autocracy vs Autonomy

**Autocracy:**
- Authority from designated role
- Absolute power
- Dictated authority – total
- Individual & hierarchical

**Autonomy:**
- Authority earned through expertise and experience maturity
- Thoughtful power
- Leading beyond authority – influence
- Emphasis on development
- Collaborative & interdependent
Mixed Messages

Anglo-American cultures:
• value independence
• denigrate dependency
• the Strong Man cult fosters child-like behaviours

Asian cultures:
• Deference and dependence on higher authority
• Entrepreneurial spirit
• the Great Father cult fosters child-like behaviours

Neither fosters authentic, responsible leadership
Independence & Intimacy

- Basic human need for close relationships
- Caring
- Vulnerability
- Avoidance of dependence = vulnerability
- Basic human need for self actualisation
- Self assertion
- Will to action
- Avoidance of independence = rejection from the ‘tribe’

...we are often ambivalent
How to be Individual within Society?

• Tension between individuation and social nature
• We need to become ourselves
• We need the group
• Odysseus – human after all
• Limited by nature and humanity
• Society - Doubt, compromise, paradox
Play and Power

- Playing with power subverts power-play
- Excitement, discovery, delight, curiosity
- From top-down to lateral ‘sibling’ relations
- Personal Humility + Professional Will (Collins)
- From power-over to power-with
Responding vs Reacting

Re-Thinking Thinking
Thinking spaces

• Structures, spaces, time to think
• Coaching: transitional spaces
• Frameworks for thinking within ourselves
• Making meaning together
• Theory of thinking – Wilfred Bion
Porous containers = energy flow
Learning from Experience

- Reality principle
- From the personal to collective
- Making meaning – a psychic imperative
- Sense experience to making sense
- Tolerance of not-knowing, doubt, vulnerability
- Ongoing learning process not arrival at knowledge
Container Contained

- Enables learning from experience
- Infant – mother/carer relationship
- Projection of turbulent, uncontainable feelings
- Reflected back by mother safely
- Capacity for not knowing
- Dialogue = making meaning together – co-creation

Coaching: Negative Capability “…capable of being in uncertainties, mysteries, doubts, without any irritable reaching after fact and reason” Keats
Frameworks for Thinking

- Role of frustration
- Delay between desire and satisfaction: imagination
- Builds framework for thinking
- Impulse control
- The Marshmallow Test
- No-thinking, evading, evacuating thinking

**Coaching**: asking questions builds the pause of frustration
Theory of Thinking

- Capacity to receive, create and nurture thoughts
- Dependent on framework developed in infancy
- Role of mother
- Role of frustration
- Containment
- Thought is embodied: multi-sensory, multi-layered
- Diversity for collective thinking
Respons-ability

‘ Each man is questioned by life; and he can only answer to life by answering for his own life; to life he can only respond by being responsible.’

Victor Frankl
Envision the Future

- A state of mind (Havel)
- Radical hope (Lear)
- New language to articulate a new story

“It is the mark of an educated mind to be able to entertain a thought without accepting it” Aristotle
From Great leaders to ‘Good Enough’ Leadership
Responsibility

- Heart of democracy – a wider cause
- Based on morality
- Legacy thinking
- Begins with empathy, compassion, sensitivity towards oneself, others and the wider community.
- Care – about how we live, the values we live by and the contribution we make.

‘Responsibility requires care in the place of blundering, overwhelming force.’ George Lakoff
Coaching work: from Binary to Multiple

- Right brain
- Left brain
- Healing the Cartesian split: head, heart, body, spirit
- Connectivity
- Shared authority
- Distributed leadership
- Leading from the edges
- Maintaining self within society
‘To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment.’

Ralph Waldo Emerson

‘Authenticity is a more strenuous moral experience than sincerity...a more exigent conception of the self and of what being true to it consists in, a wider reference to the universe and man’s place in it, and a less acceptant view of the social circumstances of life.’

Lionel Trilling
Authenticity ensures Credibility

- Beyond sincerity – wider reference
- Remain true to self despite social demands & trends
- Know others
- Contain doubt, paradox, not-knowing, vulnerability
- Recognise the ties that bind
- Shared values & vision: ‘Our Collective Horizons’
- Focus on impact and purpose not traits
- Freedom within society: moral demands of context infuse authentic self
Dynamic Circle Leadership

Leading

Independence
Youth energy

Leadership & Fellowship

Following

Dependence
Child energy

Collaborating

Interdependence
Adult energy
Sahra’s Story
‘We cannot live for ourselves alone. Our lives are connected by a 1000 invisible threads, and along these sympathetic fibres our actions run as causes and return to us as results.’

Herman Melville
Authentic Coaching-Leadership Partnership

➢ Embrace our purpose
➢ Articulate our vision
➢ Be transparent about our values
➢ Be willing to go the journey
➢ Take care of ourselves as instruments of change
➢ Co-creation for resilient relationships
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ANY QUESTIONS?

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THANK YOU!

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5 December 2017